

# Family Engagement: Resistance is Natural

Norma M. Gintner,  
MSW, LSW



# AGENDA

- I.     Introductions
- II.    Social Work Relationship
- III.   Dynamics of Resistance
- IV.    SHEER Model
- V.     Application



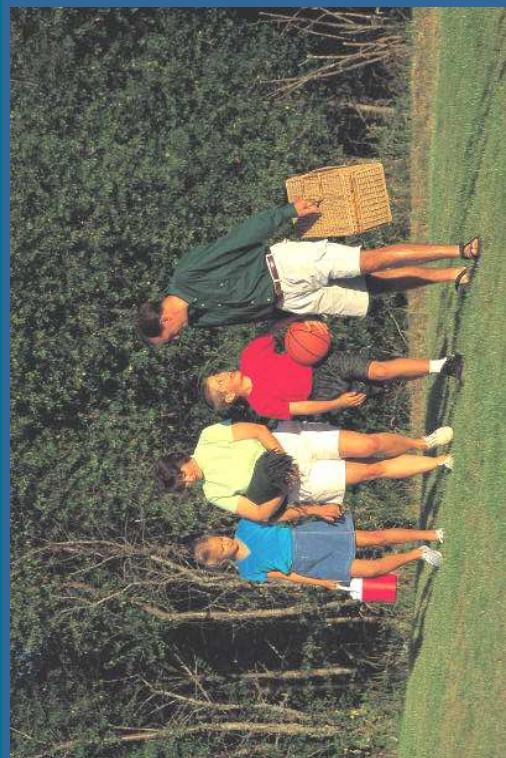
# The Protective Authority Model

- ◆ Worker sets expectations, monitors, sanctions
- ◆ Allows immediate intervention if danger of serious harm

# THE ENGAGEMENT MODEL

## Assumptions About Families...

- ◆ Are partners in protection
- ◆ Retain right to make decisions
- ◆ Have strengths and capabilities



# THE ENGAGEMENT MODEL

## Activities...

- ◆ Families identify problems and strengths
- ◆ Family and worker jointly involved
- ◆ Worker guides and supports
- ◆ Families empowered to find solutions



# Integrating Protective Authority and Engagement

- ◆ Develop a collaborative relationship
- ◆ Remove barriers
- ◆ Explain authority
- ◆ Use authority if parents cannot protect
- ◆ Continue to engage

# THE PROFESSIONAL RELATIONSHIP

- ◆ A vehicle for change
- ◆ Power differential
- ◆ Includes defined purpose, roles, ending point and rules
- ◆ Exists on a continuum
- ◆ Requires engagement strategies

# *Engagement strategies are designed to:*

- ✓ Establish worker's intent to be forthright
- ✓ Expect family participation
- ✓ Provide a "road map"
- ✓ Deal openly with resistance

# Developing Initial Report

- ◆ Use supportive and respectful manner
- ◆ Listen
- ◆ Communicate sincerity non-verbally
- ◆ Express genuine interest
- ◆ Communicate non-judgmental attitude
- ◆ Use self-disclosure appropriately

# *Cultural Characteristics to Consider*

Awareness  
of cultural  
differences

Respect

Language  
barriers

Decision-making

Level of  
trust

The  
meaning  
of eye  
contact

View of  
outsiders



# Client Behaviors that Indicate Resistance

- ◆ Client not talking
- ◆ Client hostile or angry
- ◆ Avoiding worker
- ◆ Client denies responsibility
- ◆ Client lies
- ◆ Client fail to follow through

# The Whys...

- Fear negative outcome
- Threats self-esteem
- Threat to clients ability to manage family as they see fit
- Previous negative experience

# Worker Increases Resistance

- ◆ Culturally insensitive
- ◆ Not allow enough time
- ◆ Too much jargon
- ◆ Fail to validate family
- ◆ May convey punitive attitude
- ◆ Go to problems ignore strengths
- ◆ Harsh attitude prevents report building
- ◆ More authority than needed

# Agency Implied Resistance

- ◆ Office hours
- ◆ Armed guard at door
- ◆ No convenient parking
- ◆ Cumbersome bureaucracy
- ◆ Poor family contact areas
- ◆ No return phone calls
- ◆ Long waits see worker, new worker
- ◆ Multiple workers
- ◆ Lack of interpreters

# How Workers Reduce Resistance

- ◆ Commit to honesty
- ◆ State agency intent
- ◆ Give road map
- ◆ Discuss openly resistance
- ◆ Give up power for influence
- ◆ Dress as professionally
- ◆ Communicate empathy
- ◆ Show clients your written info about them

# Reducing resistance (cont')

- ◆ Help client fill out forms
- ◆ Be prompt
- ◆ Conduct joint case transfers
- ◆ Be sensitive to client inconveniences
- ◆ Work and contact with children and services

# The S.H.E.R. Model

- ♦ Surface
- ♦ Honor
- ♦ Explore
- ♦ Recheck

## Case Application:

Mrs. Smith age 40 has 2 girls age 7 & 10. Abuse of 7 yr. old Ms. Smith doesn't know how it happened. There was a finding of substantial abuse and protective supervision. Ongoing worker has first visit...



- ◆ My husband ran out 7 yrs ago no man is worth anything
- ◆ My boss fired me for no reason
- ◆ I'm broke and the bills are due
- ◆ The school is constantly yammering at me for money
- ◆ The kids are awful to me ENOUGH
- ◆ Now you people are after me

Remember to SHER...  
THANKS FOR  
COMING

GOOD LUCK!